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Nonprofit Hiring and Retention Practices and the Representation of Women of Color in Museum Leadership

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Nonprofit Hiring and Retention Practices and the Representation of Women of Color in Museum Leadership

Keywords: Diversity, Gender, Hiring, Human Resources, HR, Inclusion, Minority, Museum Leadership, Museum Studies, Nonprofit, People of Color, POC, Race, Racial Disparities, Recruitment, Retention, Women of Color, WOC

by
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Capstone project submitted in partial fulfillment of the requirements for the Degree of Master of Arts in Museum Studies

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It's true how the saying goes, "It takes a village to raise a child."

To my barangay and balay (village/home)...

- My parents, Nenita and Eric
 - My sister, Chloe
 - The rest of the Batara clan
 - The Arayon family
- The rest of my support system in Seattle
 - A new support system here in the Bay
- All my mentors, supervisors, and teachers throughout the years
- Filipino American National Historical Society, Seattle Art Museum, The Wing Luke Museum of the Asian Pacific American Experience, National Japanese American Historical Society, Thacher Gallery, Oakland Museum of California
 - D.L.E.
 - T-Sig
- My late Lolo Pacio (Bonifacio S. Batara)

24 years of guiding me, and I am just getting started.

Thank you.

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Abstract

This museum studies capstone project centers on the nonprofit hiring and retention practices with an emphasis on the lack of representation of women of color in museum leadership. The literature review encompasses peer-reviewed literature on nonprofit leadership and management and peer-reviewed literature from the museum field as well as secondary sources that encapsulate anecdotal sentiments on this issue. I propose a comprehensive recruiting program that would take place in museums in Oakland, California as one step to attracting people of color, and specifically women, to the museum field.

Keywords: Diversity, Gender, Hiring, Human Resource Management, HRM, Inclusion, Minority, Museum Leadership, Museum Studies, Nonprofit, People of Color, POC, Race, Racial Disparities, Recruitment, Retention, Women of Color, WOC

Introduction

This museum studies capstone project addresses best nonprofit hiring and retention practices and emphasizes the lack of representation of women of color in museum leadership. Today, more and more institutions are integrating diversity and inclusion practices into their business planning and operations. In recent years, there has been a strong push to diversify the workplace and introduce necessary shifts in organizational culture. But why is that? Is it because society is starting to realize the advantages of having diverse and inclusive spaces? Is it because it is morally right to create opportunities for everyone to participate and be part of the workforce? Is it because people are finally aware and educated on the unfair and unjust building blocks that constitute our system as we know it?

No matter what the answers to these questions are, it is evident that there are gender and racial disparities within the museum field. Women of color (WOC) struggle twice as hard because they have two identities to bear. Through extensive literature research, the evidence is clear that WOC remain a grossly underrepresented group within the field. Compared to their white female counterparts who comprise about 60 percent of the museum workforce, WOC face numerous obstacles. It is interesting for example that although there is abundant literature about the lack of diversity in the museum field, the most poignant writing about what women of color face in museums occurs in social media, not the traditional museum publications. Through a proposed recruitment series that introduces a nontraditional hiring method as well as new pipelines for applicant pools, I hope to combat the socioeconomic challenges WOC and people of color (POC) face in regard to access to information about careers in museums.

This capstone argues that concepts of diversity and inclusion stem from deeply rooted concepts of institutionalized racism, systemic oppression, and white privilege. POC were born

into this society with an innate disadvantage due to historical precedents. It is unfortunate that racial and ethnic minorities of this country remain disadvantaged due to the color of their skin. This is especially true when considering job prospects and the hiring process. It is possible, however, for museums to override these age-old sentiments and introduce more appropriate and current methods when increasing diverse hires and museum staff.

This capstone is broken down into two parts: extensive research through an annotated bibliography and literature review and my recruitment series proposal for a museum solution and its execution plan. By introducing concepts, legislation, and a proposed model for museums, can we continue this necessary dialogue and educate the field.

Literature Review

This literature review alludes to best Human Resources (HR) practices and policies – specifically hiring and retention – and the lack of representation of women of color in museum leadership. Although it is known that the demographic of women of color (WOC) is a mixture of several identities, I will address women of color in a generalized sense for the purpose of this review. I focus on the identity of women and the identity of persons of color (POC). This does not involve an in-depth analysis on women of color who identify with the LGBTQ community or who identify having a disability, although it does not exclude them from this discussion.

The review has three sections:

1. Literature on best HR practices and policies for nonprofit organizations in regard to combating discriminatory attitudes and behaviors as well as diversifying the workplace.
2. Literature that has been published in the museum field detailing museums and the representation of women of color.
3. Anecdotal voices beyond the standard HR and museum literature that highlight frustration and similar sentiment due to unequal representation and a lack of a voice in the above two forums.

Introduction

Gender and racial discrimination and institutional bias are not new concepts to institutions in the United States. In the last decade, especially in regards to the most recent presidential administration, these practices have brought systemic ideologies to the forefront once again. The Civil Rights Movement of the 1960s recognized the need for social and economic change among the marginalized and oppressed. Fast-forward over fifty years later, and the American people continue that same dialogue and revolutionary work in a familiar yet new setting.

With the rise of the millennial generation (those born between the years 1980 and 2000) entering the workplace, the practices of gender and racial discrimination and institutional bias are still evident. Societal attitudes and impressions on gender and race remain commonplace in employment. It is these historical and social constructs that limit what could be a more just and fair society. However, these collective views are institutionally maintained, and thus, result in inequitable and detrimental employment practices that perpetuate the cycle of discrimination and lack of progress. The workplace as an institution is no stranger to the underlying notions that influence organizational attitudes and actions. Those in authority have the opportunity to combat traditional notions that widen the gap between the underrepresented and the majority.

The museum is a beloved and trusted institution that continues to be a driving force and symbol in many communities across the nation. Many museums have evolved from their historical precedents of being vehicles for the elite and privileged. Yet, there is much work left to do in order to foster a more democratic culture both within and outside of museums' walls. Historically, a prominent white male figure would oversee the museum. Since their origins, museums across the country have seen and continue to see a rise of women in positions of

authority as directors, curators, department heads, and even on boards of directors. To have a gender balance in positions of power is a victory to be celebrated. But one particular group of women remains grossly underrepresented.

The representation of women of color in museum leadership is significantly lower than their white female counterparts. Statistically speaking, this comes to no surprise. With the move to create a more diverse and inclusive environment, the museum field lacks women of color in positions that are essentially deemed to be more “closely associated with the intellectual and educational mission of museums” (Mellon Foundation, 2015). To ensure diversity among museum leadership and key positions, museums must be proactive. If they are not, they risk not only losing out on talent in the workplace but irrelevance to society.

The implementation and utilization of good HR practices is a step towards progress. Most museums currently do not have a HR department or specialized staff on hand beyond a staff member who is responsible for processing the payroll and performing other perfunctory tasks. It is only in recent years that institutions with resources can provide these services. The hiring and retention processes, in particular, are critical aspects in HR practices. Understanding and applying these fundamental concepts will enhance organizational culture for the better and alleviate the gender and racial disparities in museums.

Best HR Hiring and Retention Practices

Key Legal Considerations for Hiring and Retention

A familiarity with existing United States federal legislation in regard to employment is imperative for both the employer and employees of a nonprofit organization. The entire organization must be educated not only on federal law, but also its state and local legislation. For

nonprofit organizations, the leadership is held accountable, not the individual who committed the discriminatory action. For the purposes of this paper it is vital to understand a federal law known as Title VII in regard to human resource processes. While I will not cover Title VII in its entirety, I will provide below helpful advice given by Watson and Abzug in their chapter, “Effective Human Resource Management: Nonprofit Staffing for the Future” found in *The Jossey-Bass Handbook of Nonprofit Leadership and Management* (4th ed.) regarding this employment legislation.

Title VII: the Civil Rights Act was passed in 1964. This piece of legislation specifically prohibits employment discrimination based on race, skin color, religion, sex, and national origin. As Watson and Abzug (2016) explain it "...applies to all aspects of the work relationship: recruiting, hiring, promoting, performance evaluation, access to training, discharging, and so on." A federal agency, the Equal Employment Opportunity Commission (EEOC), enforces these discrimination offenses. Watson and Abzug (2016) explain the scope of Title VII further:

A common misperception is that the coverage is narrowly applicable to hiring decisions. All organizations with fifteen or more employees are required to adhere to nondiscriminatory practices in all aspects of their treatment of employees. Furthermore, any organization of any size that receives substantial federal government funds or contracts (the dollar value varies by program) must comply. Also, any employment agency, labor organization, or joint labor-management committee controlling apprenticeship or other training or retraining must comply, regardless of size.

In 1991, Title VII was amended “to include the opportunity of compensatory and punitive damages for intentional discrimination, enable litigants to collect legal fees, and allow for jury trials” (Watson and Abzug, 2016).

Since human resource practices can be largely impacted by discriminatory behavior, it is essential to understand what discrimination means within this legal framework. Under Title VII, there are two types of discrimination: disparate treatment and adverse impact. Watson and Abzug

(2016) define disparate treatment as “...deliberate or direct discrimination...a member of a protected group (race, color, religion, sex, or national origin)...treated differently because of his or her protected class...has been denied access to the employment benefit but also that another person who is not a member of the protected class was chosen.” For example, a nonprofit that offers a training opportunity for a white male but denies that same opportunity to a woman of color in the same position in the same department, would be in violation of Title VII and vulnerable to a lawsuit. On the other hand, adverse impact, or indirect or unintentional discrimination, happens “...when the aggregate outcomes for a protected group are less advantageous than for the majority group” (Watson and Abzug, 2016). This can be expressed in the situation of firing a working single mother because she was unable to remain after hours to complete a last minute assignment.

There is other legislation in place that can be applied to and protect women of color during the hiring process as well as joining a potential workplace. One example is the Age Discrimination in Employment Act of 1967 that protects workers based on age. Typically, this act applies to workers over age forty, but varies among states. The Americans with Disabilities Act of 1990, commonly referred to as the ADA, “...protects those with physical and mental disabilities, whether perceived or real, from discrimination in employment (and public access)” (Watson and Abzug, 2016). In 2014, President Barack Obama signed Executive Order 13672 that “...added gender identity as a protected category in the civilian federal workforce and sexual orientation and gender identity as protected groups for federal government contractors and subcontractors” (Watson and Abzug, 2016). However, there is still no current federal legislation in place that protects individuals based on sexual orientation.

Another pertinent example is the Pregnancy Discrimination Act that Watson and Abzug (2016) summarizes as, "...an amendment to Title VII [that] protects women who are pregnant against refusals to hire, requires treatment of pregnancy that interferes medically with the employee's ability to work to be treated as any other disability, requires that any health insurance offered by the employer include pregnancy coverage (but not abortion coverage), and requires that employees be given leave, vacation calculation, and pay under the same practices that are afforded to other employees on leave."

In the context of federal employment law, Watson and Abzug (2016) suggest the following when applying legislation in human resource practices:

- Make sure all staff members are aware of the organization's intolerance of deliberately discriminatory practices, and ensure that training is provided around issues such as racial and gender microaggressions.
- Remember that under Title VII, discrimination does not have to be intentional to be illegal. The aggregate outcome of your organization's decisions can be used as evidence of discrimination, even if it was not intentional.
- Use only human resource criteria that your organization can demonstrate and are directly related to job performance. Do not rely on opinions of assumption; collect hard data.

Key Steps to HR Recruitment and Retention Success

To ensure a more diverse and inclusive workplace, recruitment and retention should be a conscious effort made by HR management, or the employer if there is no HRM in place. For smaller nonprofit organizations, a department dedicated solely to the development and

maintenance of HR may not be readily accessible due to lack of resources. If this is the case, nonprofit organizations should still consider the following practices for implementation. This section denotes six components for a strategic recruitment and retention plan: a clear staffing plan; relevant job descriptions; performance evaluations; a compensation plan; a targeted candidate search; consistent and effective interviewing and assessment tools.

A clear staffing plan lays the groundwork for an effective organization and addresses organizational needs for longevity. By collaborating with HR, this includes identifying the necessary contributions and responsibilities of staff at all levels as well as daily operations of each position and the organization as a whole. Ultimately, a clear staffing plan sets the direction for the future of the nonprofit. Watson and Abzug (2016) conclude its significance with the following question: “What are the continuing activities that need to be performed to help the organization meet its goals (and ultimately, its mission)?”

Job descriptions are major components to both the hiring and retention processes. Prior to crafting a relevant description of an existing or new position, a job analysis is recommended. A job analysis identifies job characteristics, or KSAs – knowledge, skills, and abilities – pertinent to a specific position. As stated by Watson and Abzug (2016), “Job analysis is a process of uncovering various perspectives on what the staff position is, might, and should encompass.” When writing clear job descriptions they must be relevant to the position itself and align with the organization’s mission. Jobs evolve, and job descriptions should evolve too. In essence, job descriptions should stay current and flexible. A balance of key skills and tasks contributes to the organization’s purpose.

Performance evaluations are valuable tools for leadership to assess individual and organizational contributions in the workplace. This goes hand in hand with job descriptions and

expectations of employees. In order for the organization to function at its best, individual evaluations consider areas of strength and areas needed for improvement of each employee.

A compensation plan, both financial and non-financial, is a key factor for potential employees. To keep high retention of employees, employees' needs must be met including their happiness. Financial compensation considers the following elements: up to date job classifications, pay increases, and external and internal equity. Non-financial compensation may consist of interesting job duties, autonomy in the workplace, recognition and the opportunity for advancement, and consistent motivation. The concepts of embeddedness and fit of an employee is also essential to retaining valuable staff.

A targeted candidate search is fundamental when recruiting new staff for available positions. First and foremost, the search process is dependent on the goal of the recruitment program (Watson and Abzug, 2016). Does the organization want to create a more diverse and inclusive environment? Should new hires be local or nationally recruited? Should new hires be recruited from within the organization? Second, recruitment strategies will vary among organizations. External recruitment approaches include print and online ads; websites and social networking; professional publications, associations, and conferences; college recruiting and internship programs; government job services offices and placement agencies; professional search firms or executive recruiters; and nonprofit-specific career fairs, conferences, showcases (Watson and Abzug, 2016). Recruitment from within the organization employs approaches such as employee referral, internal postings and promotion, and client and volunteer recruitment (Watson and Abzug, 2016).

Consistent and effective interviewing and assessment tools are mandatory to secure the best-qualified candidate, or candidates, possible from a diverse applicant pool. The selection process requires four steps as expressed by Watson and Abzug (2016):

Step 1: Determine which applicants have the required qualifications.

Step 2: Assess which candidates are among the best for the positions.

Step 3: Verify candidate qualifications and match.

Step 4: Make the selection decision and tender the offer.

When assessing which candidates are among the best for the positions, the following guidelines are recommended: use a structured interview format to provide a consistent evaluation among candidates; stick with behaviors of the candidate in previous work settings; interview questions should not digress from legalities; conduct a team interview since the potential employee is coming into the overall organizational culture (Watson and Abzug, 2016).

Examples of Unconscious (Implicit) Bias in the Hiring Process

Unconscious, or implicit, bias is one's unconscious thoughts and feelings without self-awareness or control. The interview during the hiring process is a difficult place for interviewers to rid themselves of their implicit biases toward candidates. It is especially important that those who are conducting interviews recognize their biases. There are four examples of implicit bias that can occur during the hiring process: stereotyping, the halo/pitchfork effect, nonverbal bias, and the "like me" syndrome. Arno (2017) illustrates these concepts:

- Stereotyping: forms an opinion about how people of a given race, gender, religion, or other characteristics will think, act, or respond.

- The halo/pitchfork effect: occurs when positive characteristics or a strong point made by the candidate influences the entire interview.
- Nonverbal bias: occurs when a positive or negative evaluation is made of someone based on their body language, personal appearance, or styles of dress.
- The “like me” syndrome: occurs when the candidate appears to be very similar to you in style or personality, and as a result, you feel they would be the best candidate for the job.

The "like me" syndrome is especially appropriate in the discussion of women of color in the museum workplace. Because women of color have been historically underrepresented, special care and effort must be taken to move interviewers beyond a tendency to hire people whose background mirrors their own.

Museums and Women of Color

Gender and racial inequities remain an ongoing narrative in the museum field. Women of color (WOC) in particular, continue to fall short in obtaining leadership positions. The field is aware of this shortcoming and has recently produced studies and reports, scholarly articles, and even a statement on diversity and inclusion from the American Alliance of Museums (AAM). Although my review reveals that they fall short of fully addressing the issue, it is worth reviewing some of the most recent attempts.

The AAM’s website offers a concise policy on diversity and inclusion as well as additional resources to guide institutions in this direction. The statement includes a framework addressing human capital, key stakeholders, programs, and practices. The statement also defines the terms “Diversity” and “Inclusion.”

Diversity is defined as “The quality of being different or unique at the individual or group level. This includes age; ethnicity; gender; gender identity; language differences; nationality; parental status; physical, mental and developmental abilities; race; religion; sexual orientation; skin color; socio-economic status; education; work and behavioral styles; the perspectives of each individual shaped by their nation, experiences and culture—and more. Even when people appear the same on the outside, they are different.” Inclusion is defined as “The act of including; a strategy to leverage diversity. Diversity always exists in social systems. Inclusion, on the other hand, must be created. In order to leverage diversity, an environment must be created where people feel supported, listened to and able to do their personal best.” (AAM, 2017).

Despite the fact that the AAM does not require museums to have procedures promoting these definitions of diversity and inclusion, the Alliance Board of Directors approved this policy in 2014. As an umbrella organization encompassing a majority of institutions in the United States, this policy puts into words a particular attitude and the value of museums as agents of social change.

Despite the good intent expressed in the above policy, it is apparent that there is dissatisfaction in implementation and enforcement of strategies needed to turn good intention into reality. For example, the *Museum Board Leadership 2017: A National Report* (AAM, 2017) expresses these findings, “Museum directors and board chairs believe board diversity and inclusion are important to advance their missions, but have failed to prioritize action steps to achieve it; Eighty percent of museums give themselves a grade of C or lower on monitoring legislative and regulatory issues.” Furthermore, this report reaffirms that although the idea is nice, the call to action is not taking place.

In February 2015, the Andrew W. Mellon Foundation conducted a survey on the art museum staff demographic within the United States. The Mellon Foundation (2015) concludes that Association of Art Museum Directors (AAMD) museum staff are 72% White Non Hispanic and 28% Minority. Although staff composition varies regionally and locally, it is important to

note that some museums that are 100% white are located in predominately white geographic locations (Mellon Foundation, 2015). This is also true in reverse where most but not all culturally specific institutions are comprised of people of color (POC) as the majority. These percentages, however, propose overall museum staff than specific positions. In terms of job categories, 84% White Non Hispanic are employed in curatorial, conservation, education, and other leadership positions (Mellon Foundation, 2015). In comparison, only 16% of POC are represented.

The Mellon study findings are supported by other surveys and research projects. In 2013, the Association of Art Museum Directors (AAMD) conducted a survey regarding the gender gap in art museum directorships. The survey's findings confirmed gender disparities of women in comparison to their male counterparts. Gan, Voss, Philips, Anagnos & Wade (2017) suggests, "Out of the 211 directors included in the AAMD survey, 90 directors were female; women held 42.6% of art museum directorships." Yet, even this seemingly high number of women in director positions is at a distinct disadvantage in the workforce. The authors found that "on average, female directors earned 79 cents for every dollar that male directors earned" which compares to the national wage gap of "...80 cents for every dollar paid to men" (Gan et. al 2017; National Partnership for Women & Families, 2017). Additionally, Gan et. al (2017) found that the gender disparities are concentrated in museums with a budget over \$15 million. As a useful study, however, the summary of its findings fails to regard other barriers to women's equality in art museum directorships. The study mentions that consultants cited two major barriers: internal or personal factors, and external or institutional factors – with generational differences crossing into both categories, but shockingly does not mention racial diversity.

Nonetheless, some progress at calling out the issue of the representation of POC in museums has been made. In July 2017, Dr. Nicole Ivy, an influential African American woman in the field, began the newest position in the AAM as Director of Inclusion. In a recent article, Ivy (2016) highlights three major barriers to diversity resulting in museum employment, or lack thereof. One barrier that appears to be a reoccurring theme in many scholarly publications is the concept of homogenous groups reflected among museum staff across the nation. She speaks to the hiring process in which homogenous groups replicate themselves. This alludes to the “like me” syndrome discussed by Arno (2017). Ivy (2017) continues to express her concern through a call to action, “...museums can position themselves to engage and attract professionals that reflect the breadth of our rapidly diversifying society.” As the Director of Inclusion, Ivy calls to attention this issue that has span the field’s history, especially in this day and age.

Beyond Standard HR and Museum Literature

With this heightened call for diversity and inclusion, this dialogue needs to go beyond the standard HR and peer-reviewed museum literature. Anecdotal voices highlight the frustration and similar sentiment brewing due to unequal representation. Newspapers and blog posts have taken this dialogue into their own hands, specifically on the issue of women of color in the field. In one article published in the *Washington Post*, Boyle and Parker (2014) reference the gender disparity in museum directorship as addressed by thirteen women directors of major cultural institutions in the Washington D.C./Baltimore area. The authors quote Johnnetta Betsch Cole, Director of the Smithsonian National Museum of African Art, “...the numbers are hopeful for some women, but not all” (Cole, quoted in Boyle and Parker, 2014). Cole goes on to state that only five women of color are in the Association of Art Museum Directors (AAMD) out of two

hundred and twenty eight U.S. members (AAMD, 2017). In a progressive blog post administered by Anne Ackerson and Joan Baldwin (2017), these prominent museum figures recognize and dismantle a range of issues including women in the museum field, diversity and inclusion, and equitable museum practices. Even though they identify as white women, Ackerson and Baldwin, authors of the recently released book, *Women in the Museum: Lessons from the Workplace* (Routledge, 2018) continue to be allies in exercising concern not only for gender but also for racial equity.

The need for equal representation of WOC goes beyond the museum field. Brissett (2016) acknowledges the advantage of whiteness in the hiring process. She highlights overarching themes such as lack of competence and inherent implicit bias, among employers nationwide. Brissett also does a successful job on suggesting more inclusive practices and approaches used by past clients when neutralizing bias in the hiring process. In addition, since appropriate language is critical when hiring a new employee, the author alludes to euphemisms used for race and raises the point that diversity and equality are not mutually exclusive.

Conclusion

It is clear that there is a growing need for museums to be more aware of themselves and participate in the call to action to promote diversity and inclusion. Women of color, in particular, have yet to see equal representation among fellow museum staff. There is HR hiring and retention practices that aim to diversify the workplace and can be applied to current and future museum HR practices. In the next section, I will propose a way to further this dialogue through a recruitment series program hosted by a selected consortium of museums located in Oakland,

California. This recruitment program suggests a nontraditional recruitment method that aims to combat the issue of diversity in the workplace.

Proposal of a Museum Solution

Summary

My capstone topic focuses on best nonprofit HR hiring and retention practices with an emphasis on the representation of women of color in museum leadership. As a first step to addressing the issue of gender and racial disparities within the field, I propose to address one of the initial actions that museums can take to address this need: pro-actively recruiting people of color (POC) as staff. While the hiring process is a multi-step process, a targeted candidate search during the recruitment phase is an essential step for diversifying the workplace. As nonprofit organizations, museums should make it a goal to create a more diverse and inclusive environment. I believe that by looking outside traditional applicant pools for potential recruits and implementing a nontraditional recruitment method can institutions achieve just that.

As an emerging museum professional, diversity in the workplace is a challenging and constant issue that I observed in a number of institutions with which I have interned and volunteered. As a woman of color who aspires to be in a leadership role in the museum field, I believe it is necessary to have equal racial representation as much as gender equality at all levels of the organization. Yet, as discussed in my literature review, it must be understood that diversifying the workplace and making it inclusive will not happen overnight. Recruitment is only one aspect of the hiring process, and even then, there must be a commitment to the retention of employees. It is necessary to have a clear understanding that different needs must be met when working with POCs. All museum staff, including HR, must be aware and understand the concept of white privilege. With privilege comes power, especially in a system that was not built for the POC community, but meant to oppress minorities.

Museums have a long history of bias and hierarchy that persists to this day. Even though leadership recognizes the need to diversify on an intellectual level, the statistics show that museum professionals are by-in-large white and from middle to upper middle class backgrounds. One reason for this disconnect that I raised in the literature review is the "like me" syndrome: people tend to hire people like them, perpetuating a homogeneous workplace. It also must be understood that an institutional effort must be made to create social change. Although many may argue that tackling this issue must start at the top of the hierarchy, the Board, I argue to start at the staff level. Human resource management, specifically, the recruiting and hiring process is where I plan to begin to combat this challenge. Hiring and retention practices are a start toward truly creating a more just and fair institution, especially given museums' histories and funding structures.

Proposal

I propose to create a comprehensive recruitment series program beginning in April 2020 and ending in September 2020. I have chosen this two-year time frame because I believe that planning for such an event must be comprehensive and involve a number of initial steps that include building relationships and garnering trust. The series consist of daylong events (9 am - 4 pm) held every first Sunday of each month over the span of six months. Each series will focus on one of the following categories: Curatorial/Collections/Conservation; Marketing and Communications; Advancement; Operations; Visitor Experience; and Education. I have chosen a Sunday instead of a weekday so that students and working individuals have a better chance to attend these events. The schedule of the day will consist of presentations made by departmental representatives of each institution, an info tabling session, guided museum and "Behind the

Scenes” tours by docents and museum staff, and a networking session with museum staff. As its’ flagship year, it will be hosted by a selected consortium of museum institutions based in Oakland, California including the Oakland Museum of California, the Oakland Zoo, and the Chabot Space and Science Center. Each member of the consortium will host two of the six events at their respective museums.

The city of Oakland was chosen due to its large culturally diverse demographic as well as its POC community. *An Equity Profile of the Five-County San Francisco Bay Area Region* produced by PolicyLink and PERE (2017) – the Program for Environmental and Regional Equity – states that the region is made up of 58% percent persons of color and the city of Oakland is considered one of the most diverse, inner-core areas in the region. It is also predicted that POC populations in the East Bay will continue to show rapid growth and change in terms of population and racial/ethnic composition. However, this increased shift of POC populations in the San Francisco Bay Area region does not correlate to positive economic vitality. There are still barriers for POCs on measures of economic growth and well-being such as income inequality, low poverty and working-poverty rates, and educational attainment combined with racial and gender gaps in the labor market (PolicyLink and PERE, 2017).

It is my hope that this recruitment program can be a model for other museums to help diversify their own staff and to look outside of the traditional hiring pipelines. It can surely be a model for museums to reach out into their communities they serve and establish stronger relations. If the museum is a community symbol, members of the community should be given opportunities to help run these institutions. Targeted candidates for the search process include students from local high schools and community colleges, religious organizations, community centers, and job placement agencies to name a few examples. Yet, given historical and elitist

attitudes toward museums, this field may have never been a career choice for many POC. Let alone, some POC may have never been exposed to the museum institution to begin with. In order to create an equitable playing field for persons of all backgrounds, exposure through this recruitment series will help alleviate these confines.

Despite the fact that this recruitment series aims to expose and attract potential POC candidates, it does not necessarily mean positions may be available at the moment. It is, however, creating new relations with future recruits when thinking long-term and the next workforce generation. Recruiting from within the museum versus inviting people to the museum also reaches a different audience than traditional recruiting methods. Since the majority of visitors to museums tend to be women (including teachers who bring classes on field trips), an event offered inside of the museum might naturally skew toward women, the target of this capstone. However, this event will be open to all genders not bounded solely to the targeted POC communities.

Project Goals

- Goal 1: Diversify the pool of applicants for museum positions.
 - Objective: Recruit potential candidates through community-based institutions such as community centers, service agencies, high schools, community colleges, universities, local clubs, religious organizations, and so forth. Through this, new hiring pipelines are created.
 - Objective: Target potential candidates through a nontraditional method of recruitment. Identify soft skills, as technical skills for a certain position can be taught. We do not want to replicate a homogenous culture based on an existing

network of museum professionals (internal references, interns, volunteers, professional platforms such as LinkedIn, industry publications, graduate programs in museum studies or related areas of expertise).

- Goal 2: Make museum positions accessible to people from diverse backgrounds.
 - Objective: Create a series of recruitment events (pre-screening event before the next step of the hiring process). Provide multiple opportunities with consideration to socio-economic barriers. For example, not being able to attend a recruitment event due to not being able to get time off from work.
 - Objective: Provide incentives such as no registration or admission fees, reimbursement of AC Transit fees, tours of the facilities, networking opportunities with museum staff, and presentations focusing on various museum careers.

Action Plan Notes

- Itemized expenses and total cost of project per event are indicated in Appendix C. The grand total of expenses for this recruitment program is estimated around \$17,500.
- Program funding is a combination of resources from the host institutions (venue, writing utensils, museum admission) as well as foundation grants. With community sponsorships it is a hope that this program is of low-cost.
- Grant funding will cover the items that the host institutions do not cover.
- The following staff have been assigned tasks as indicated in the Gantt chart:
 - Logistics: Project Manager (Breanne Batara)
 - HR: Oakland Zoo Director of People (Randy Kyle) and OMCA HR Director (Ayanna Reed)
 - Operations: Chabot S&S Center Grants Analyst (Ken Cober) and Grant Writer (Kathleen Schlier)
 - Events: Chabot S&S Center Sales and Events Manager (Samantha Stevick) and Oakland Zoo Program Director (Daniel Flynn)
 - Marketing and Communications: Chabot S&S Center Director of Institutional Advancement (Sheryl Gorchow-Stuart), Oakland Zoo Director of Marketing and Communications (Erin Harrison), OMCA Marketing Manager (Charlotte Patterson) and Communications Manager (Lindsay Wright)
 - Visitor Experience: OMCA Visitor Experience Manager (Allison Beauvais) and Chabot S&S Center Director of Visitor Experience (Liz Austerman)
 - Departmental Representatives: 2-3 per institution (6-9 total presenters)
 - Volunteers/Docents: 6-8 per event

Conclusions

This proposed recruitment series is one small part of the overall hiring and retention process. Although it is only one of many steps that need to be taken to diversify the workplace, it is important because it involves creating a new pipeline for recruiting staff. To combat the racial monotony of museum leadership, I believe that implementing nontraditional hiring methods and establishing new pipelines will make a difference. It is important to understand that successful diversity and inclusion practices in the workplace will happen if the entire institution is thoroughly educated and committed to carrying out these ideals. It is neither a one-time ordeal nor a box to check – it is a necessary and ongoing practice for the field to apply in all museums.

In order to measure success of this program, I propose distributing performance evaluations to those involved in the creation and execution of the event as well as surveys for the attendees, post-event. These evaluations and surveys will be reviewed during post-event debriefs with all host museum representatives present. These evaluation tools will help with adjusting the program as needed for the upcoming event. A final debrief along with a final performance evaluation of the recruitment program will be distributed at the end of the six month period. This accumulation of information will be summarized in a report, and a copy will be submitted to grant funders, the institutions involved, and the field for further study. Since the intent of the program is provide exposure to careers at museums for people of color, an initial baseline metrics of the organizations' diverse applicants will be conducted. That initial baseline will be used to compare them to applicant increases post-events. As mentioned before, jobs may not be readily available or guaranteed to be filled at that moment. Considering that factor and the program in its flagship year, metrics can be measured to see any differences in applicants from

the recruitment series or increase in diverse hires too. There are multiple components to consider when measuring success of this program.

While this proposed project concentrates on recruitment, I also endorse the concept of sponsorship for post-hiring. Sponsorship is a complete commitment and investment in an individual and their professional ambitions. Sponsoring an individual is a step up from a mentorship – it is actions taken to guide an individual toward professional growth and mobility. By fostering the practice of sponsorship in an organization, individuals will benefit from the support, trust, and confidence as an employee. Quality retention methods are equally important to recruitment practices. New POC hires will not only have an instrumental relationship with an experienced colleague, but a sense of empowerment in their career.

Those who are either consciously or unconsciously uncomfortable with diversity and inclusion will always question the ongoing discussion revolving around gender and racial disparities. Unfortunately, certain shortsighted individuals will never understand concepts such as institutionalized racism or white privilege. Yet I believe that POCs and allies of POCs must continue to keep up the good fight and educate society on social justice issues that gravely impact institutions and the livelihoods of many individuals and their families across the nation. The fact that many underrepresented and marginalized groups continue to need to fight for fair and just treatment in the workplace decades after the Civil Rights Movement of the 1960s is a clear indicator that society still has a long way to go.

There are several questions that have emerged from my research. One question in particular continues to frustrate me to this day: even though most museums are nonprofit publicly focused organizations and go through a rigorous accreditation process overseen by the

American Alliance of Museums (AAM), why is it so difficult for them to dismantle traditional hierarchies and implement mandatory diversity and inclusion practices?

It is well known that the United States was built not only to oppress POCs but on the backs and labor of marginalized peoples. The historical precedents of museums are rooted in these imperialist, abusive, and Eurocentric ideals. The idea of pillaging and collecting treasures to explicitly demonstrate wealth and power attributes to museum structure and ownership. Yet as discussed in the literature review, our nation's laws have evolved and so too have our museums. Why then is it so hard for the AAM to implement mandatory diversity and inclusion practices for all accredited museums?

Shifting institutional culture and maintaining that shift is not possible in one night, one week, one month, or even a few months. Yet, little progress is still progress. I believe that using different methods to recruit staff will open up previously closed doors to POC and especially women of color. It is difficult to breakdown years' worth of socially constructed attitudes, especially for individuals who have not been exposed to or are not empathetic to realities of others. How are we, members of this society, able to undo an archaic mentality that has separated the majority and the minority for hundreds of years? How do we combat institutionalized racism and systemic oppression? How do we lessen the injustices such as the gap between those who hold power and stand on privilege versus those who are subjected to unfair conditions because of history?

In several studies, it is predicted that by 2040, people of color will have become the majority. It is also suggested that the more diverse a workplace is, the better outcomes there will be. It is beneficial to have a diverse demographic in the workplace, allowing differences in perspectives and opinions. Those differences attribute to higher success rates in workflow,

organizational dynamics, and collaboration among staff. The museum field has yet to keep up with its contemporaries and seek change. In regard to women of color in museum leadership, it is my hope that I will be able to see more women who look like me rise up in the field.

Appendix A. Annotated Bibliography

American Alliance of Museums. (2014, February 26). *Diversity and inclusion policy*.

Retrieved from

<http://www.aam-us.org/about-us/strategic-plan/diversity-and-inclusion-policy>

The American Alliance of Museum's website offers a concise policy on diversity and inclusion. The statement includes a framework addressing human capital, key stakeholders, and programs and resources. The statement also defines the terms "Diversity" and "Inclusion." What is most interesting to note is that the Alliance Board of Directors recently approved the policy in 2014. Although programs and resources as well as suggested practices are mentioned, the Diversity and Inclusion Policy falls short in reality. It can be concluded that the AAM does not have set procedures implemented to further promote diversity and inclusion in the field.

American Alliance of Museums. (2017). *Museum board leadership 2017: A national report*. Retrieved from

<http://www.aam-us.org/docs/default-source/press-releases/download-the-report.pdf?sfvrsn=0>

This national report on museum board leadership addresses current attitudes and practices among institutions. Several areas addressed in this report include recruitment practices (under the section of board composition and structure) and policies and practices (under board responsibilities). Some key findings include the following: "Museum directors and

bard chairs believe board diversity and inclusion are important to advance their missions, but have failed to prioritize action steps to achieve it; Eighty percent (80%) of museums give themselves a grade of C or lower on monitoring legislative and regulatory issues.” Even with these two examples of findings, it can be determined that there is dissatisfaction in regards to implementing and enforcing strategies to promote diverse environments. It reaffirms that although the idea is nice, there is barely any change happening.

Andrew W. Mellon Foundation. (2015). *Art museum staff demographic survey*. Retrieved from <https://mellon.org/programs/arts-and-cultural-heritage/art-history-conservation-museums/demographic-survey/>

In the introduction to the Art Museum Staff Demographic Survey done in July 2015, the Andrew W. Mellon Foundation addresses several key conclusions. There is an apparent but not surprising overrepresentation of the Non-Hispanic White population on art museum staff in comparison to population statistics in the United States. This demographic of Non-Hispanic Whites satisfy “job categories most closely associated with the intellectual and educational mission of museums.” In order to diversify museum leadership and key positions, one observation was the need for progress in minority representation as much as gender equality. Despite the fact that this survey addresses art museums, regional and community differences must be taken into consideration. This

survey also fails to highlight the discrepancies in minority representation. For example, Filipino versus Filipino American.

Annie E. Casey Foundation & Keleher, T. (2014). *Race equity and inclusion action guide*.

Retrieved from

http://www.aecf.org/m/resourcedoc/AECF_EmbracingEquity7Steps-2014.pdf

This guide provides an appropriate seven-step approach to advance and embed race equity in organizations. These steps are as follows: “1. Establish an understanding of race equity and inclusion principles; 2. Engage affected populations and stakeholders; 3. Gather and analyze disaggregated data; 4. Conduct systems analysis of root causes of inequities; 5. Identify strategies and target resources to address root causes on inequities; 6. Conduct race equity impact assessment for all policies and decision making; 7. Continuously evaluate effectiveness and adapt strategies.” As a guide that supports racial equity to combat racism, context about institutionalized racism, and the resulting discrepancies among targeted groups, better informs the reader when relaying the information to organizations.

Baldwin, J. H., Ackerson, A. W., Van Damme, M., Dickey, M. A., Ferey, J., Mukund, S., &

Putz, L. (2016, November). A call for gender equity in the museum workplace. Retrieved from

<http://www.aam-us.org/docs/default-source/resource-library/call-for-gender-equity.pdf?sfvrsn=0>

This document gives context on the Women's Caucus, a progressive group of women affiliated with the American Alliance of Museums (AAM), that sought "to end gender-based discriminatory hiring and promotion practices in the museum profession" through advocacy and the law. The authors include research done on a pertinent issue of women and the salary gap. Nevertheless, the authors conclude with a call to action as well as reigniting the work of the Caucus decades later. These issues are still relevant today. If it were not for the voice of the Women's Caucus, the museum field would continue to largely ignore the salary gap in the field.

Baldwin, J. (2017, August 28). Re: Leadership matters [Web log post]. Retrieved from <https://leadershipmatters1213.wordpress.com>

Anne Ackerson and Joan Baldwin's blog, "Leadership Matters" recognizes the range of issues in regards to women, diversity and inclusion, and equitable museum practices. Posts allude, but are not limited to, leadership literature as well as experiences of women of color and job decision-making. As a rich blog filled with firsthand accounts, advice, and resources on nonprofit leadership, it is written from the perspectives of two white women who are cognizant of their whiteness that gives them privilege. Ackerson and Baldwin raise issues that affect the POC community in the field, making them significant allies.

Boyle, K., & Parker, L. O. (2014, February 28). The directors: Women now at helm of some

most important museums in Washington and Baltimore. *Washington Post*. Retrieved from

http://www.washingtonpost.com/sf/style/2014/02/28/the-directors/?utm_term=.0e473c811ea7

The article highlights thirteen women directors of major cultural institutions in the Washington/Baltimore area. As a male dominated position, this is a significant feat with “57 percent of museum directors in the United States” being women. Fighting this gender barrier, however, is an ongoing process. These authors state, “Although more women are leading museums, they often don’t command those with the largest budgets, the greatest foot traffic or the highest salaries.” Johnnetta Betsch Cole, Director of the Smithsonian National Museum of African Art stresses “that the numbers are hopeful for some women, but not all.” As an African American woman, her career has centered on addressing disparities in race and gender, alluding to only five women of color in the Association of Art Museum Directors (AAMD). By highlighting Cole’s experience she confirms the need to recognize the intersection of not only gender, but race as well.

Brissett, L. F. (2016, August 10). The subconscious advantage of whiteness in hiring. *Medium*.

Retrieved from

<https://medium.com/@LenieceF.Brissett/the-subconscious-advantage-of-whiteness-in-hiring-ee18cd0db01a>

Leniece F. Brissett is the founder of Compass Talent Group, a national firm building diverse and inclusive leadership teams for education organizations. This article acknowledges the advantage of whiteness in the hiring process. She highlights overarching themes such as lack of competence and inherent implicit bias, among employers nationwide. Brissett also does a successful job on suggesting more inclusive practices and approaches used by past clients when neutralizing bias in the hiring process. In addition, since appropriate language is critical when hiring a new employee, the author alludes to euphemisms used for race and raises the point that diversity and quality are not mutually exclusive.

Caballero, C. (2017, August 23). Mothering while brown in white spaces, or, when I took my son to Octavia Butler's exhibit [Web log post]. Retrieved from <https://www.chicanamotherwork.com/single-post/2017/08/23/Mothering-While-Brown-in-White-Spaces-Or-When-I-Took-My-Son-to-Octavia-Butler's-Exhibit>

In this blog post, Cecilia recounts her experience taking her son, Alonsito, to Octavia Butler's Exhibit at the Huntington Library. She uses the phrase, "mothering while brown" to describe her reality as a woman of color navigating white spaces. This particular encounter is just a glimpse into the daily struggle that this author faces. As a brown mother, she exposes the unfortunate and unjust interactions in a white space, with white people, with white guidelines. Even though she writes from the perspective of a mother, she also writes from the perspective of a graduate student of color within the field. This

firsthand account of an intersectional perspective strengthens the barriers women of color face and the measures taken.

De Vita, C. J., & Roeger, K. L. (2009, November). *Measuring racial-ethnic diversity in California's nonprofit sector*. Retrieved from <https://www.urban.org/research/publication/measuring-racial-ethnic-diversity-californias-nonprofit-sector>

This article delves into the statistics of racial-ethnic diversity among California's nonprofit organizations. Among staggering, but not surprising numbers, the authors ask the question, "How many nonprofits might be regarded as racially and ethnically diverse?" They surmise that nonprofits can fall into one of three definitions: leadership diversity (model 1), organization of color (model 2), and minority-led (model 3). Each model will vary among organizations and how they define what "diversity" means to them as well as how it might align with their mission statement. On a more positive note, the authors infer that "California's nonprofit boards, on average, are more diverse than the national average, despite the underrepresentation of people of color."

Gan, A., Voss, Z. G., Philips, L., Anagnos, C., & Wade, A. D. (2017). *The gender gap in art museum directorships*. Retrieved from https://aamd.org/sites/default/files/document/The%20Gender%20Gap%20in%20Art%20Museum%20Directorships_0.pdf

In this recent study on the gender gap in art museum directorships, the findings prove to be overwhelming in the realm of women. In one survey based on museum operating budget, men directed the four museums with the highest operating budget of \$100 million and over. Another finding showed that “women lag behind men in positions held at AAMD museums with budgets over \$15 million.”

As a useful study, however, the summary of its findings fails to regard other barriers to women’s equality in art museum directorships. The study mentions that consultants cited two major barriers: internal or personal factors, and external or institutional factors – with generational differences crossing into both categories, but never racial diversity. Even if there is a lack of representation of women of color in directorships, it should hold equal importance and be noted in its findings.

Ivy, N. (2016, January). *The labor of diversity*. Retrieved from

<http://www.aam-us.org/docs/default-source/resource-library/the-labor-of-diversity.pdf?sfvrsn=0>

Nicole Ivy addresses the current state of diversity within the museum field in this article. She breaks down three major barriers to diversity resulting in museum employment, or lack thereof. These barriers include high student debt as a prerequisite of entry into the field, the prevalence of unpaid and underpaid work, and a hiring process in which homogenous groups replicate themselves. As a recently published work, Ivy accurately recognizes the most current state and downfall in terms of employment within the field.

For example, she states “...museums can position themselves to engage and attract professionals that reflect the breadth of our rapidly diversifying society.”

Ivy, N., Seligson, J., Silberglie, G. R., Stevens, G., & Walls, C. A. (Eds.). (2016, January).

Diversity in the museum workplace. *Museum*, 95(1), 1-68. Retrieved from

<http://www.aam-us.org/docs/default-source/annual-meeting/diversity-in-the-museum-workplace.pdf?sfvrsn=0>

In this issue of, *Museum*, the theme focuses on diversity in the museum workplace.

Several articles highlight relevant issues such as inclusive practices in cultural institutions and social justice work in museums, a keynote address attributing to museums as social agents of change, and mindful reflections on the future of the museum field. Since diversity encompasses a large spectrum of categories, this magazine tries to do just that and encompass diverse lenses. Additionally, it is mentioned that there is little representation of African Americans and Latinos compromising art museum curators, conservators, educators, and leaders. It would be nice to see representation of those leaders of color within this magazine – with exception to the keynote address presented by Johnnetta Cole.

Renz, D. O., & Herman, R. D. (2016). *The Jossey-Bass handbook of nonprofit leadership and management* (4th ed.). Hoboken, NJ: Jossey-Bass & Pfeiffer Imprints, Wiley.

This handbook provides a thoughtful and extensive analysis on nonprofit leadership and management. There are several key chapters that contribute useful context in regards to effective and functioning organizations within the nonprofit sector. For example, chapter two focuses on the legal framework of the nonprofit sector in the United States. Another chapter examines best equitable hiring practices including neutral interview assessments that eliminate the potential for implicit bias. Unlike the Nonprofit Management 101 guide, this resource inquires even further into topics of leadership and management as well as tackling challenges that many organizations may encounter.

Watson, M. (2011). The importance of diversity. In D. R. Heyman (Ed.), *Nonprofit management 101: A complete and practical guide for leaders and professionals* (pp. 127-148). San Francisco, CA: Jossey-Bass, a Wiley Imprint.

In chapter nine of Nonprofit Management 101, the authors give a brief overview of the importance of diversity. One section elaborates on integrating diversity into your organization by understanding who are your employees, who are your volunteers, and if the organization is truly serving everyone. The chapter concludes with some helpful dos and don'ts when creating a successful diversity plan. Since this chapter scratches the surface of this issue, it is not a complete or in-depth look into nonprofits and how to approach an effective game plan. The authors do provide additional resources, but each nonprofit will have to tailor their approach accordingly.

Appendix B. Project Stakeholders Analysis

Internal Stakeholders

- Museum staff
 - Museum staff is integral to shifting the institution's traditional organizational culture. The gender and racial composition of the demographic of museum staff is a key indicator of the museum's commitment to creating a more diverse and inclusive workplace. As active employees of their respective institutions and professionals in the field, their persistent influence and shift in mentality toward diversifying the workplace will make the change in organizational culture easier.
- HR Department
 - The HR department has a critical role in establishing and maintaining a diverse group of employees for an organization. In collaboration with museum leadership, HR assists in all phases of the hiring and retention process. From a clear staffing plan to the interview process, this department carries a significant weight on their shoulders by giving the organization a foundation and sense of direction. To satisfy organizational goals, HR can either assist or hinder the necessary shift in museum institutional culture.
- Executive leadership and the Board
 - The interdependent relationship between executive leadership and the Board of Directors/Trustees is essential in implementing this diversity and inclusion initiative. Museum staff needs the executive leadership's complete dedication and support of this organizational culture shift. Although the recruitment series proposes more POC representation – and ultimately, WOC representation in

museum leadership – executive leadership needs to be on board with why and how this program will positively influence the museum overall.

External Stakeholders

- Targeted recruits
 - The purpose of the recruitment program is to provide exposure to museums, career possibilities within the field, and the museum field itself. As previously mentioned, many POC may have never considered a career in the museum field nor have set foot in such a setting. In addition, multiple opportunities for recruitment and networking with these selected local institutions are presented for targeted recruits. It is also not guaranteed that a job offer will ensue, but will depend on the institution's availability. Again, this program welcomes all genders and is not limited to the POC community.
- The Oakland community at large
 - These local museum institutions are community symbols and agents of social change. Compared to other community-based organizations such as high schools and community centers, these institutions may not accurately reflect the racial and ethnic composition of the communities they serve. This recruitment program is not only creating nontraditional hiring pipelines, but also establishing and maintaining stronger ties to Oakland.
- Museum visitors and members
 - The demographic composition of museum visitors and members will explicitly be affected. Ensuring a diversity and inclusion initiative among museum staff and

leadership will affect the overall visitor culture. It is inevitable that certain visitors and members of these institutions will express concern with this change. But it should be understood, however, that the museum is a space that welcomes everyone including all community members regardless of their background.

- Funders

- The foundations that this recruitment program receives funding from are clear supporters for social change within these institutions and the museum field at large. Depending on the outcomes of this recruitment program, the program itself can be used as a model throughout the field.

- Local businesses

- Local businesses that partner with the recruitment program are given more exposure within the museum community and potentially increase their following. Again, the museum plans to strengthen ties to the Oakland community, which includes supporting local businesses.

- The museum field

- The museum field has much to learn from a successful recruitment program such as this. Because the recruitment program creates new hiring pipelines and diversifies the applicant pools, this strategic search process is integral in including more POC representation among museum staff – a facet that alludes to the diversity and inclusion statement proclaimed by the American Alliance of Museums. It is necessary, and proven, that having a diverse workplace will result in better outcomes of the organization and its employees.

Appendix C. Itemized Budget

Itemized Budget per Event *not for entire recruitment series*						
Item #	Description of Item	Source (Company)	Quantity	Individual Cost	Total Cost	Amount Requested
1	Venue	OMCA, Zoo, Chabot	3	\$0.00	\$0.00	\$0.00
2	Catering/supplies	varies per event	-	-	-	\$1,000.00
4	Publication/program materials (agenda, flyers, registration forms, evaluations, surveys)	Pro Copy & Printing Inc.	-	-	-	\$800.00
5	Name tags	Staples	100 (pack)	\$6.29	\$6.29	\$10.00
6	Writing utensils	OMCA, Zoo, Chabot	50	\$3.00	\$150.00	\$0.00
7	Museum admission	OMCA, Zoo, Chabot	50	\$15-\$20	\$750-\$1,000	\$0.00
8	Honorarium	OMCA, Zoo, Chabot	6-9	\$75.00	\$450.00	\$500.00
9	Miscellaneous expenses	-	-	-	-	\$190.00
10	Transportation reimbursement - AC Transit local day pass (15% contingency)	OMCA, Zoo, Chabot	50	\$5.00	\$250.00	\$375.00
					Grand Total	\$2,875.00

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